Exhibit #3 JA World

JA World Feasibility Project Projected Income Statement Fully Phased In at 5,000 Students Annually



Projected Revenues & Expenses

Junior Achievement- Quad Cities
JA World Operations Income Statement

Last Updated July 17, 2009

DRAFT

REVENUE	Quad Cities 8200 Students 110,000	Adjust To 5000 Students (60%)				Constr.	-	Year One		Year Two		Year Three		Year Four	Annual
REVENUE	Students									Year Two		Year Three		Year Four	Annual
REVENUE		(60%)				Period (1/2 year)	Student Mix	1,500 Students		3,000		4,500 Students	Mix	5,000 Students	Increase %
REVENUE	110 000								Mix	Students	Mix				
Foundation			Endowmo	ent and Invest	tmont Inco	mo				35,000		70,000		140,000	
JA BizTown Shop Sponsorships	68,666		Schedule	int and inves	intent inco	ille		12,000		13,000		18,000		20,000	Schedule
Finance Park Sponsorships	11,500		Schedule	Students	Mix			12,000		13,000		18,000		20,000	Schedule
·				-		-	54%	-	F 40/		E 40/	-	E 40/	-	
JA BizTown - School Fees	75,625 19,890		\$ 15 E				46%	12,150	54% 46%	24,300	54%	36,450	54% 46%	-	No Change
Finance Park - School Fees Contributions & Grants - -	19,890		\$ 10 .			<u>.</u> .		6,900		13,800	46%	20,700		23,000	No Change
	-			5,00	0 100%		100%		100%		100%		100%		
	285,681	-					-	43,050		99,100		163,150		243,500	-
EXPENSES															
Program Director Salary	88,462	51,000	Per QC		4 mo.	16,830		51,000		53,040		55,162		57,368	4%
Part-time Program Help (3500 hrs.)	43,750	-	@12.5/hı	r.		•		15,600		28,000		36,400		39,150	4%
Part-time hours assumed	-,	,	2,700				1,200	.,	2,000	,	2,600	,	2,700	,	
Payroll Taxes	10,114	7,204	•	of payroll	4 mo.	1,431	1,200	5,661	2,000	6,888	_,000	7,783	2,700	8,204	4%
Program -Emp Insurance	12,188	7,882		of payroll	4 mo.	1,565		6,194		7,537		8,515		8,976	4%
Employee Retirement-Program	5,619	3,644		of payroll	4 mo.	1,431		2,864		3,485		3,937		4,150	4%
Employee Nethement-Frogram	3,013	3,044	4.5%	л раугоп	41110.	1,431		2,804		3,463		3,337		4,130	470
JA World Student Fees (per student)	18,553	11,313						3,394		6,788		10,181		•	Per Student
General Ins	3,026	3,000	100%			1,000		5,000		5,300		5,618		5,955	6%
Utilities	7,151	7,200	100%			3,960		12,000		12,840		13,739		14,701	7%
Off Maint	15,326	15,300	100%			3,960		12,000		12,360		12,731		12,731	3%
Property Taxes	10,800	10,800	100%					6,000		33,000		34,320		35,693	4%
Building Rent						-		-		-		-		-	0%
Office Supplies	8,499	8,500	100%			2,805		8,755		9,018		9,288		9,567	3%
Postage	52	100	100%			•		100		103		106		109	3%
Telephone	3,401	3,400	100%			1,122		3,503		3,608		3,717		3,828	3%
Staff Development	46	-	100%			,		500		520		541		562	4%
Travel	2,298	2,300	100%			758		2,366		2,437		2,511		2,586	3%
Volunteer Training	394	400	100%					500		530		562		596	6%
Volunteer Recognition	334	-	10070					500		530		562		596	6%
Program Materials, Cost/Student = 1.82	14,955	9,100					\$ 2.00	3,000	\$ 2.00		\$ 2.00	9,000	\$ 2.00	10,000	4%
		-	1000/				\$ 2.00		\$ 2.00	-	\$ 2.00	-	\$ 2.00	-	
Misc.	448	400	100%			4.650		500		530		562		596	6%
IT expense	4,523	4,500	100%			1,650		5,000		5,250		5,513		5,788	5%
Contingency	-		_			7,000		10,000		10,000		10,000		10,000	6%
	249,605	179,792	_			43,511	-	154,437		207,764		230,746		242,467	-
Revenues Over (Under) Expenses	36,076	•				(43,511)		(111,387)	- -	(108,664)	-	(67,596)	. <u>-</u>	1,033	<u>-</u>
Cummulative Operating (Deficit) To Be Funded From \$350,000 Cash Reserve						(43,511)		(154,898)	- -	(263,562)	-	(331,158)	· -	(330,125)	Ē
# of Students	8,212							1,500		3,000		4,500		5,000	
Cost per Student	30							103		59		44		43	